CORPORATE PLAN

2013

WSCC Workers' Safety & Compensation Commission | ᐃᖅᑲᓇᐃᔭᖅᑎᓄᑦ ᐊᑦᑕᓇᖅᑐᓂᒃ ᐊᒻᒪ ᓇᓪᓕᐅᒃᑯᒪᓂᒃ ᖃᐅᔨᓴᖅᑎᑦ

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1. Introduction

This Corporate Plan was prepared pursuant to subsection 91(1) of the *Financial Administration Acts* of the Northwest Territories and Nunavut.

1.1 Message from the Chairperson and President

In 2012, the Workers' Safety & Compensation Commission (WSCC) entered a period of refined priorities and stakeholder commitment. We began an exciting time, a new three-year strategic plan, focusing on *elimination of workplace diseases and injuries* throughout the Northwest Territories and Nunavut.

In 2013, the WSCC continues with its ambitious goal to *eliminate workplace diseases and injuries.* The WSCC takes pride in the partnerships we hold with stakeholders through the North. Our mission remains the same for 2013, *In partnership with stakeholders, we ensure workplace safety, and care for workers.*

Our organizational values: respect, engagement, integrity, openness, and excellence express the WSCC's fundamental beliefs. They define how we act towards each other and all stakeholders.

In 2012, during the first year of the three-year strategic plan, the WSCC focused on setting the foundation to change the safety culture throughout the Northwest Territories and Nunavut. The WSCC believes workplace injuries are preventable. The WSCC will continue to focus our resources where the greatest need exists; ensure better access to relevant safety education; and foster mutually beneficial partnerships with stakeholders.

The WSCC team remains committed to make the North safe; a North where workers head out each day with assurance, knowing they will make it home to their friends and families safely.

William Aho
Chairperson

Dave Grundy
President & CEO

1.2 The Purpose of the WSCC

The WSCC was formed in 1977, in the Northwest Territories. When Nunavut was created in 1999, the Governments of the Northwest Territories and Nunavut agreed to a common agency.

The WSCC administers the *Workers' Compensation Acts*, the *Safety Acts*, the *Mine Health and Safety Acts*, the *Explosives Use Acts*, and associated Regulations to protect workers in the Northwest Territories and Nunavut. The WSCC is responsible to:

- promote safety awareness and safe work practices in northern workplaces;
- pay compensation to injured workers and provide rehabilitation and medical aid; and
- assess employers, set assessment rates, and collect revenues.

The WSCC's core business is safety and care. The WSCC is strongly committed to work to improve northern safety cultures, and also ensures that workers injured on the job receive the care and compensation they are entitled to.

1.3 WSCC Organizational Structure

A seven-person Governance Council, representing the interests of labour, industry, and the general public, governs the WSCC.

Operating in a manner consistent with the *Workers' Compensation Acts* and corporate governance directives, the Governance Council's responsibility is to oversee the conduct of business and management, while maintaining the credibility and vitality of the WSCC.

The Governance Council Members at the time of publication are:

William Aho, Chairperson
Karin McDonald, Northwest Territories Employer
Fred Koe, Northwest Territories Public Interest
John Vander Velde, Nunavut Worker
Dave Tucker, Northwest Territories Employer
Christopher Callahan, Nunavut Public Interest
David Ritchie, Northwest Territories Worker

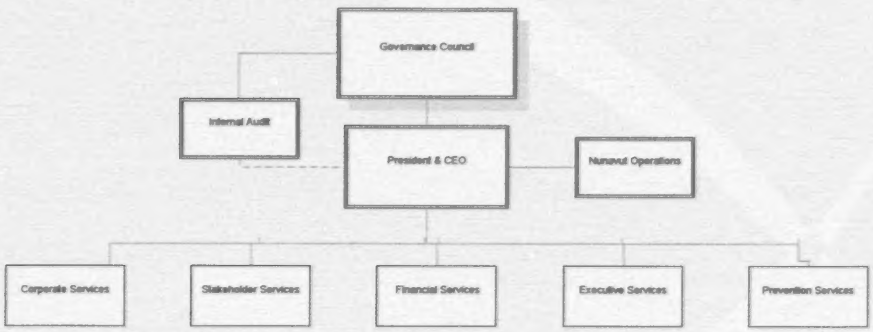
The Governance Council provides oversight of the following key areas of accountability:

- strategic direction;
- programs and policies;
- succession planning;
- financial monitoring and stewardship;
- corporate performance management;
- risk management;
- material transactions;
- communications; and
- governance oversight.

Exercising authority delegated by the Governance Council, the President & CEO is accountable for the WSCC's performance, including the achievement of results through the establishment of corporate objectives. In 2012, the WSCC underwent a reorganization to align services to ensure the best service for stakeholders.

Workers' Safety and Compensation Commission

Northwest Territories & Nunavut



November 2012

2. Strategic Plan

The WSCC implemented a three-year Strategic Plan for 2012-2014. The plan outlines the Governance Council's strategic direction to ensure the WSCC achieves its vision and mission. In 2013, the WSCC enters the second year of the plan with new areas of focus to achieve the vision and mission of the organization and demonstrate the values required to do so.

2.1 Vision, Mission, and Values

Our Vision, Mission and Values remain unchanged for 2013:

VISION	
Eliminate workplace diseases and injuries.	
MISSION	
In partnership with stakeholders, we ensure workplace safety, and care for workers.	
VALUES	
Respect	We demonstrate care, compassion, honesty, and fairness.
Engagement	We work with others to ensure meaningful participation and collaboration.
Integrity	We honour our commitments.
Openness	We are clear and transparent in everything we do.
Excellence	We are efficient and service-focused.

The *vision* is a clear, concise and compelling picture of what success looks like to the WSCC. The WSCC wanted a *vision* that truly inspires and motivates staff. If workplace diseases and injuries are eliminated, we succeed.

Our *mission* is a brief explanation of why the WSCC exists, what it provides, and for whom. Safety and care continues to be our focus. We also recognize the importance of partnering with stakeholders – we cannot ensure the safety and care of workers on our own.

Our *values* are expressions of fundamental beliefs that guide the behaviours of staff in how they act toward each other and with stakeholders. We expect all of our staff to demonstrate *respect, engagement, integrity, openness,* and *excellence.*

2.2 Our Priorities and Strategies

Our *priorities* are what we believe is most important to achieve and will guide the use of resources. Two of these priorities directly impact our stakeholders and, in light of this, are strategic priorities. The other four priorities are foundational, in that our performance as an organization depends on their completion.

The *strategies* associated with each priority describe the means by which progress is made.

STRATEGIC PRIORITIES	
PRIORITY	**STRATEGY**
Advance the Safety Culture	Increase directed services
	Enhance education to foster a philosophy of safety
	Partner on a proactive basis with stakeholders
Manage for Quality Results	Confirm service excellence
	Enhance organizational efficiencies and effectiveness
FOUNDATIONAL PRIORITIES	
PRIORITY	**STRATEGY**
Sustain the Workers' Protection Fund	Provide responsible stewardship of the Workers' Protection Fund
	Ensure alignment of the budgeting process with strategic priorities
Strengthen Human Resource Planning	Ensure efficient human resource management
	Embrace a culture of accountability
Ensure Access to Information and Reliable Technology	Ensure technology supports a safety and care culture
	Improve management reporting
	Maintain security and privacy of information
Enhance Communications	Align communications with the corporate vision
	Improve internal and external communications
Continue Delivery of Services to Stakeholders	

Advance the Safety Culture

We believe workplace injuries are preventable. In support of our vision (to *eliminate workplace diseases and injuries*), we must continue our pursuit of a safe work culture in every workplace in the Northwest Territories and Nunavut. We must reduce the number of workers hurt on the job. To achieve this, we will:

- **Increase directed services** – We will focus our resources in the short-term where it will have the most impact. We will target our health and safety efforts to specific employers, industries or demographic profiles to strengthen their prevention practices.
- **Enhance education to foster a philosophy of safety** – We must ensure the public, workers, and employers can access safety and prevention education programs that are relevant and easy to apply. We must continue to develop and refine existing educational resources and tools. We will also work with our staff and partners to disseminate information.

- **Partner on a proactive basis with stakeholders** – We cannot change a culture on our own – we must partner with the community. We will foster interactive relationships with each of our partners. We will further build upon our partnerships to promote safe work practices.

Manage for Quality Results

The WSCC's commitment to customer service excellence remains paramount in all service areas. We are committed to making continuous improvements to the way services are provided to our stakeholders. To achieve this, we will:

- **Confirm service excellence** – In 2012, the WSCC developed Service Standards for all of our operations. We are committed to meeting these standards and ensuring their relevance. We will monitor and report on our performance against our standards quarterly. Organizational service standards are posted on the website.
- **Enhance organizational efficiencies and effectiveness** – We will identify priority processes to streamline and enhance effectiveness. We are also committed to revitalizing a strategic internal audit function and to improve our enterprise risk management process. In 2013, the WSCC will embark on process mapping to identify areas where we can streamline pr esses to ensure stakeholders are receiving the best services.

Sustain the Workers Protection Fund

It is critical that we meet the needs of our stakeholders without compromising the financial strength of the Workers' Protection Fund. We must find a balance between providing the best possible benefits and maintaining the lowest possible assessment rates. To achieve this, we will:

- **Provide responsible stewardship of the Workers' Protection Fund** – Our target is to maintain the funded position at 108%-120%. We are committed to monitoring and reporting on economic market expectations and our investment performance.
- **Ensure alignment of the budgeting process with strategic priorities** – Every year, we will maintain an operating and capital budget that allocates resources supporting our strategic priorities.

Strengthen Human Resource Planning

As with all organizations, it is essential that the right people are in the right place at the right time. Being in the service industry, our people are our greatest asset. We are committed to strengthening our human capital. Specifically, we will:

- **Ensure efficient human resource management** – We developed a three-year Strategic Human Resource Plan in 2012 which covers training, succession planning, performance management, recruitment, health and benefits, and more. We will ensure all HR practices and procedures are aligned with this Plan.
- **Embrace a culture of accountability** – We will clearly set out and communicate each employee's roles and responsibilities. We will delegate effectively. To ensure feedback is meaningful and relevant, we enhanced our performance management system to provide ongoing feedback and opportunities to employees at all levels.

Ensure Access to Information and Reliable Technology

To carry out our vision and mission, WSCC employees and stakeholders must access relevant safety and care information and reliable technology. In working towards this goal, we will:

- **Ensure technology supports a safety and care culture** – in 2013, the WSCC will focus on our online presence and the web services provided to our stakeholders. We will also focus our technology modifications and enhancements on critical issues.
- **Improve management reporting** – We will expand our standardized reporting capabilities to better meet decision and business needs.
- **Maintain security and privacy of information** – We will strengthen the security controls protecting information systems and technology. We will also provide our employees with regular education on the privacy of information and records management.

Enhance Communications

Finally, we are conscious of the importance of delivering clear, transparent, and relevant communications both internally and externally. To enhance communications over the next three years, we will:

- **Align communications with corporate vision** – We will identify and assist with the use of appropriate communications methods to better meet stakeholder needs. More specifically, we will focus on providing information that supports directed services.
- **Improve internal and external communications** – We are committed to clear and timely communications with our employees and stakeholders. Additionally, we need to improve the cross-divisional information sharing and teamwork. Finally, we believe that, in order to achieve our vision, it is important to broaden the corporate profile of the WSCC.

Continue Delivery of Services to Stakeholders

In addition to the above priorities, our day-to-day continues: "the doors are open and the lights are on". We will maintain the services provided to our stakeholders and the underlying operations supporting these services. Every WSCC employee works towards our vision to *eliminate workplace diseases and injuries.*

3. Our Focus in 2013

Our three-year strategic plan is ambitious. This section describes the main initiatives planned for the second year of our three-year strategic plan.

Most of the focus for 2013 is on Advancing the Safety Culture, Sustaining the Workers' Protection Fund and Managing for Quality results. The WSCC will:

- Focus services to work more closely with groups identified in our directed services philosophy and on leading key initiatives with specific employers to support their goals to improve performance in respect of injury rates, claims management and return to work.
- Improve accountability by reporting against service standard promises in all stages of a claim lifecycle.
- Use process mapping, to review the 'priority' processes identified in 2012 and implement changes required to maximize efficiency.
- Using a return to work initiative, explore new methods of improving return to work outcomes and preventing avoidable disability.
- A Small Business initiative will include re-examination of our overarching service strategy with the goal of improving services to those businesses not eligible for our Safe Advantage program. The refreshed strategy will include examination of all aspects of our service delivery to this significant sector of our economy. Through heightened engagement with entrepreneurs, owner and association, the WSCC will explore and pilot new ways to better service and enable smaller businesses to thrive in the Northwest Territories and Nunavut.

The WSCC will also implement a new and improved performance management system in 2013. The new system, will ensure alignment of individual objectives with our strategic direction and will provide ongoing, objective and values-based performance management for all employees of the WSCC.

In 2013, the WSCC will look at its current funding strategy to confirm its appropriateness. This review will focus on funding level, funding ratio, annual assessment rate setting process and replenishment of reserves.

4. 2013 Operations and Capital Budgets

2013 Capital Budget Summary

Capital Classification	2011 Carry-forward $	2012 Budget $	2012 Projected Funds to be Spent $	Funding to be Retired $	Available for reallocation (overspent)	2012 Projected Carry-forwards $	2013 Approved Budgets $
Computer Equipment	334,672	201,000	320,435	81,218	0	134,019	
Furnishings	14,553	115,000	134,817	0	(5,264)	0	
Equipment - non-computer	37,000	71,000	86,010	11,476	10,514	0	
Software	982,191	279,000	339,802	487,159	102,784	331,446	
Building - owned	22,409	0	22,409	0	0	0	
Leasehold Improvements	1,500	730,268	737,939	0	(6,171)	0	
Total	**1,392,325**	**1,396,268**	**1,641,412**	**579,853**	101,863	**465,465**	**1,000,000**

Projected Statement of Operations – 2013

For the year ending December 31 (in thousands of dollars)	2011 Actual $	2012 Budget $	2012 Projection $	2013 Budget $
Revenue				
Assessments	43,737	42,800	44,800	51,461
Less: Refunds	(841)	(950)	(754)	(750)
Investments (see below)	10,987	15,000	15,500	16,000
Other	0	0	0	0
	53,883	**56,850**	**59,546**	**66,711**
Expenses				
Claims	47,727	46,780	48,031	45,000
Less: Pension & experience gains expense	2,333	0	500	0
Add: Claims management experience	8,758	8,702	8,965	8,643
	58,818	55,482	57,496	53,643
Administration & general expenses	23, 665	25, 998	25, 302	26, 438
Less: Allocation to claims	(8,758)	(8,702)	(8, 965)	(8, 643)
	14, 907	17, 296	16, 337	17,795
	73,725	**72,788**	**73,833**	**71,438**
Gain/ (loss) from operations	**(19,842)**	**(15,928)**	**(14,287)**	**(4,727)**

Investments				
Interest & Dividends	8,608		11,000	
Gains / (Losses)	3,236		5,500	
Investment Fees	(857)		(1,000)	
	10,987	15,000	15,500	15,000

Statement of Reserves – 2013

For the year ending December 31 (in thousands of dollars)	2011 Actual $	2012 Budget $	2012 Projection $	2013 Budget $
Operating Reserve				
Balance, beginning of year	5,236	(11,269)	(14,044)	(17,762)
Net income (loss) for the year	(19,842)	(15,928)	(14,287)	(4,727)
Transfer from (to) Rate Stability Reserve	0	0	0	0
Transfer to Investment Fluctuation Reserve current year	(2,589)	0	(3,200)	(4,800)
Transfer to Investment Fluctuation Reserve prior year	5,516	0	6,163	6, 963
Transfer from Safety Reserve	5	0	0	0
Transfer to Catastrophe Reserve	(2,256)	(500)	(444)	0
Transfer from Catastrophe Reserve	0	0	8,150	0
Transfer to Capital Reserve	(270)	(100)	(100)	(100)
Transfer from Capital Reserve	156	232	401	0
Balance, end of year	**(14,044)**	**(27,565)**	**(17,762)**	**(20,426)**
Investment Fluctuation Reserve				
Balance, beginning of year	16,475	0	13,548	10,585
Transfer from Operating Reserve	2,589	0	3,200	4,800
Transfer to Operating Reserve	(5,516)	0	(6,163)	(6,963)
Balance, end of year	**13,548**	**0**	**10,585**	**8,422**
Safety Reserve				
Balance, beginning of year	105	105	100	100
Transfer to Operating Reserve	(5)	0	0	0
Balance, end of year	**100**	**105**	**100**	**100**
Catastrophe Reserve				
Balance, beginning of year	17,556	18,056	19,812	12,106
Transfer from Operating Reserve	2,256	500	444	0
Transfer to Operating Reserve	0	0	(8,150)	0
Balance, end of year	**19,812**	**18,556**	**12,106**	**12,106**
Capital Reserve				
Balance, beginning of year	187	132	301	0
Transfer from Operating Reserve	270	100	100	100
Transfer to Operating Reserve	(156)	(232)	(401)	0
Balance, end of year	**301**	**0**	**0**	**100**
Total Reserve Balance	**19, 717**	**(8,904)**	**5, 029**	**302**

2013 Operating Budget

For the year ending December 31	2011 Actual $	2012 Revised Budget $	2012 Projection $	2013 Budget $	2013 Increase (Decrease) $	2013 % Change %
President's Services	318,110	470,557	462,341	656,750	186,193	39.57%
Corporate Services	8,973,140	10,450,867	10,107,662	10,235,977	(214,890)	(2.06%)
Executive Services	944,586	1,148,749	1,008,278	1,219,552	70,803	6.16%
Financial Services	1,655,632	1,524,326	1,738,586	1,676,710	152,384	10.00%
Legal Services	204,028	560,464	382,999	488,267	(72,197)	(12.88%)
Nunavut Operations	819,170	1,080,828	1,043,822	1,006,603	(74,225)	(6.87%)
Prevention Services	2,859,685	3,223,551	2,750,807	3,274,081	50,530	1.57%
Stakeholder Services	4,505,883	4,783,651	4,678,173	5,162,575	378,924	7.92%
Headquarters Salary reduction	0	(571,144)	0	(578,281)	(7,137)	0.00%
President Accountability	**20,280,234**	**22,671,849**	**22,172,668**	**23,142,234**	**470,385**	**2.07%**
Headquarters	(7,227,717)	1,358,276	1,322,608	1,358,276	0	0.00%
Subtotal	**13,052,517**	**24,030,125**	**23,495,276**	**24,500,510**	**470,385**	**1.96%**
Governance Council	367,930	481,418	399,025	480,616	(802)	(0.17%)
Appeals Tribunal	363,516	501,194	462,571	471,284	(29,910)	(5.97%)
Workers' Advisor	192,706	235,100	194,834	235,100	0	0.00%
Northern Safety Association	433,075	400,000	400,000	400,000	0	0.00%
Northern Terr. Fed. of Labour	350,000	350,000	350,000	350,000	0	0.00%
Total	**14,759,744**	**25,997,837**	**25,301,706**	**26,437,510**	**439,673**	**1.69%**

5. Measuring our Performance

For each of our six priorities (areas of focus), we carefully selected performance measures. Combined with their respective targets, the measures will indicate whether we are successfully working towards our vision and mission.

The following table presents our performance measures and targets for 2012-2014, by priority:

	PRIORITY	MEASURES	TARGETS		
			2012	2013	2014
STRATEGIC PRIORITIES	Advance the Safety Culture	Frequency of "time-loss" and "no time-loss" claims	1% decrease (every year) from prior 5-year average		
		Fatalities as a percentage of the workforce (excluding disease-related fatalities)	0%		
		Percentage of Safe Advantage employers in a "neutral" or "refund" position	70%	73%	75%
		Percentage of employers passing the Safe Advantage Management Practices Questionnaire	75%	77%	80%
		Number of employer certifications / re-certifications under COR	10/45	10/55	10/65
		Number of employers / workers trained by NTFL	70/350	+10% (77/385)	+10% (85/424)
		Percentage of employers / workers who believe workplace diseases and injuries are preventable	+5%/10%	+10%/20%[1]	+15%/30%[1]
	Manage for Quality Results	Average rates of reported satisfaction with process (claimants and employers)	Minimum of 75%		

	PRIORITY	MEASURES	TARGETS		
			2012	2013	2014
FOUNDATIONAL PRIORITIES	Sustain the Workers Protection Fund	Percentage funded	108-120%	108-120%	108-120%
		Average duration of lost time claims	1% decrease (every year) from prior 5-year average		
	Strengthen Human Resource Planning	Percentage of employees (with more than one year of service) that demonstrate a "meet expectation" rating on identified competencies	75%		
		Retention rates (*excluding retirements*)	Exceed GNWT and GN rates		
		Employee Engagement Survey average employee ratings on job satisfaction	Minimum of 75%		
	Ensure Access to Information and Reliable Technology	Stakeholder satisfaction regarding access, reliability, and responsiveness of technology (survey results)	Minimum of 80%		
	Enhance Communications	Percentage of workers/employers reporting awareness of rights and responsibilities	Baseline[1] established	Increase from 2012	Increase from 2013
		Percentage of participants in engagement events reporting: - An understanding of the topics and areas for discussion - That they had opportunities to express their views and be heard	75%	80%	85%

We will monitor our performance on a monthly basis and will produce quarterly reports for the Governance Council and our stakeholders.

[1] Stakeholder Survey results will determine baseline. 2013 and 2014 targets (% increase) will be set once baseline has been determined.

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